

education and security of information.

- In Year 1, the focus will be on maximizing what is already in place and creating a mechanism to track virtual care visits, including telephone visits.
- Virtual care offerings will include: video encounters, remote patient monitoring, online bookings, telephone encounters.
- Implementation of Year 1 initiatives is already underway. Initiatives identified for Year 3 may be changed as plans move forward.

M. Chang advised that the Ministry has informed that currently there is no funding model for the Ontario Health Teams. A discussion ensued on possible ideas for financing the digital strategy.

It was suggested that the City of Burlington can be approached to possibly partner with the Burlington Ontario Health Team.

It was noted that M. Radford joined the meeting at this point in the agenda.

5. **Approval of Minutes**

The Minutes of the previous meetings held on September 25, 2019 were approved as presented.

MOTION THAT the Board approves the Minutes of the meeting held on Wednesday September 25, 2019 as presented. CARRIED

Moved by: Debra Carey

Seconded by: Randy Smallbone

6. **Chair's Report**

The Chair commended the senior team acknowledging the work that has already been done with the Burlington Ontario Health Team and the plans that were put in place to address the nursing shortage in the Operating Room. These efforts have seen tremendous success.

7. **Action Items Review**

There were no action items arising from the previous minutes.

8. **In-Camera Session: A Patient Story**

The meeting entered into an In-Camera Session.

MOTION THAT the Board enter into an In-Camera Session for a patient story. CARRIED

Moved by: Frank Whelan

Seconded by: Barbara Elliot

MOTION THAT the Open Session reconvene. CARRIED

Moved by: Anjlee Patel

Seconded by: Barbara Elliot

9. **President & CEO Report**

E. Vandewall presented highlights of the President and CEO's Report which was precirculated with the meeting material. Key highlights as follows:

- Auditor General's Report on Quality & Patient Safety
 - The Auditor General's Report on Quality & Patient Safety will be released in early December. The Ontario Hospital Association is working on what the messaging will be which JBH will adopt.
 - The data used in the AG's report is misleading as it is presented without the caveat that JBH staff is encouraged to share concerns.
 - It was suggested that JBH get ahead of the report and develop communication before

the report is released.

- Accreditation has also been flagged in the report and it is likely that the Minister of Health will respond.
- 15 hospitals have been specifically named in the report including JBH.
- Pressure Ulcer Update:
 - The Coroner has completed its review of the pressure ulcer case and there were no recommendations for JBH to improve processes with regard to wound care.

10. Professional Practice Report (CNE & COS)

Dr. Williams and Dr. Preyra co-presented the highlights of the Professional Practice Report. Highlights as follows:

- The *Remote Patient Monitoring Pilot* is going live in Medicine and Surgery as part of the Early Supportive Discharge (ESD) and Early Accelerated Discharge Initiatives respectively. The focus will be on Post-surgical patients who no longer require acute hospital care but still require supervision.
- JBH implemented *CoHealth* which is a patient education platform to provide easy access for patients and their caregivers to hospital branded information and education resources. This is meant to provide a digital version of the information we would usually give to patients.
- *Physician Achievements:*
 - Recently signed off on 2 new research trials.
 - Dr. Ajay Manjoo has published an article in the New England Medical Journal.
 - Dr. Benjamin Smith was awarded Physician Teacher of the Year.
 - Very successful Mega-Sim was done. This was a high-fidelity event that was well attended. Another Simulation event is planned for December.
 - Many physicians have attended leadership development courses.

The above achievements are testament to the quality of the team here at JBH.

Michael Pautler left the meeting at this point in the agenda (@ 3:10pm)

COMMITTEE REPORTS

11. Quality Committee Report

M. Radford, Chair of the Quality Committee advised that the Committee report from the meeting held on November 26, 2019 was circulated with the meeting material. She gave highlights of the report, noting that there has been a 7% increase in patient compliments and an overall decrease in patient complaints. She further noted that the Committee had a generative discussion on the Medical Model of Care.

12. Finance & Audit Committee Report

R. Smallbone, Chair of the Finance & Audit Committee advised that the Committee report from the meeting held on November 26, 2019 was circulated with the meeting material. He advised that the Committee reviewed the Financials for the period ending September 30, 2019 and management is looking at strategies to offset the deficit. The Committee also discussed how future capital expenditures can be funded and management will be looking into options for this. R. Smallbone further noted that he is happy with the team that is currently onboard and he is comfortable with what he is seeing. The Committee recommended approval of items on the consent agenda.

13. Governance & Nominating Committee Report

A. Patel, Vice Chair of the Governance & Nominating Committee advised that the Committee met on November 26, 2019 and recommended several items for Board approval through the consent agenda and separately on the agenda below. A. Patel further advised that the Board will be participating in the Ontario Hospital Association Board Self-Assessment exercise early in the new year. A document will be distributed to the Board in preparation for that. In addition, the Committee reviewed a questionnaire for individual self-assessment which will be rolled out to the Directors in preparation for their individual meetings with the Chair and Vice Chair in January 2020.

The Governance and Nominating Committee has also recommended that an Institute of Corporate Directors Board Membership be acquired. Further information will be sent to all Directors on this.

MOTION THAT the proposed amendments to the Joseph Brant Hospital Administrative By-laws be approved as recommended by the Governance & Nominating Committee for presentation to the JBH Corporation Members at a Special Members' Meeting scheduled for November 27, 2019. CARRIED

Moved by: Anjlee Patel

Seconded by: Debra Carey

14. Medical Advisory Committee Report

Recommendations from the last Medical Advisory Committee meeting will be brought In-Camera.

15. Consent Agenda Approval

A motion to approve the following items contained in the Consent Agenda was passed.

i. Governance & Nominating Committee Report (November 26, 2019)

- a. Governance Policy Review: Diversity Statement (*no amendments*); Board Financial Oversight Policy (*proposed amendments*); CEO & COS Direction Policy (*no amendments*); Meetings by Electronic Means Policy (*rescinded*); Chair/Vice Chair Selection Policy (proposed amendments); Director Onboarding & Offboarding Policy (*new policy*); Director Reference Framework Policy (*new policy*); Annual Term Agreement (*proposed amendment*); Director & Designated Executive Expense Reimbursement Policy (*no amendments*); Vice Chair Role Description (*no amendments*).

ii. Finance & Audit Committee Report (November 26, 2019)

- a. Financial Statements @ September 30, 2019
- b. Non-Audit Services

MOTION THAT the Board approves all motions recommended by the Committees as contained within the Open Meeting Consent Agenda. CARRIED

Moved by: Mae Radford

Seconded by: Randy Smallbone

OPERATIONS UPDATE

16. Burlington Ontario Health Team Update

A Briefing Note update on the Burlington Ontario Health Team was precirculated with the meeting material. E. Vandewall advised that the Ministry has advised that the Burlington Ontario Health Team will be one of the twenty-four OHT sites approved to move forward to the

Implementation Phase. The Board congratulated management for all the work that went into the application process.

17. Medical Staff Association Report

Dr. Charland gave a brief update on the Medical Staff Association and advised that he and Dr. Juma are working on trying to improve physician engagement in the hospital.

18. Communications & Public Relations Report

A written report was precirculated with the meeting material for information. There was no discussion on the report.

OTHER BUSINESS

19. 2020/2021 Board Calendar

D. Mercuri advised that he wanted to get general feedback from the Board on the 2-day meeting schedule that was rolled out in September. The general consensus was that the 2-day meeting schedule is working well. A concern was raised regarding the distribution of the material on the Friday before the meeting. The Board approved the 2020/2021 Board Calendar as recommended by the Governance & Nominating Committee.

MOTION THAT the 2020/21 Board Calendar be approved. CARRIED

Moved by: Randy Smallbone

Seconded by: Young Park

20. Review of Action Items

The action items from the meeting are as follows.

(1) D. Philip to follow-up with Directors on the following:

- Distribute the prep document to Directors in preparation for the OHA Board Self-Assessment survey.
- Distribute the Individual Director Self-Assessment to Directors in preparation for their individual meetings with the Chair and Vice Chair in January 2020.
- Send information to Directors regarding the ICD Board membership.

21. Next Meeting

The next regular meeting of the Board is: Wednesday January 29, 2020 @ 1:00pm (Lunch at 12:00noon).

22. Termination

The Open Session of the meeting was adjourned at 3:45pm by way of a motion duly moved and seconded.

Dominic Mercuri, Board Chair

Donna Philip, Recorder